
2004 – 2005

MICHIGAN'S AMERICORPS CONCEPT PAPER GUIDELINES



APPLICATIONS MUST BE RECEIVED BY:

5:00 p.m. – January 15, 2004

Fax and electronic versions will not be accepted

Michigan Community Service Commission
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www.michigan.gov/mcsc

I. Michigan's AmeriCorps Overview

The Michigan Community Service Commission (MCSC) is the administrative agent for Michigan's AmeriCorps. The MCSC's mission is to fund and support programs that encourage all Michigan residents to volunteer. For more information on the MCSC visit our website at www.michigan.gov/mcsc.

Michigan's AmeriCorps engages the energy and idealism of the citizens of Michigan, including young people, in meeting the most critical educational, public safety, human, environmental, and homeland security needs in our communities. Michigan's AmeriCorps currently consists of 13 programs with nearly 300 members serving on a full- or part-time basis. The 13 programs partner with more than 100 organizations throughout the state to address the needs of communities.

AmeriCorps is a national service program designed to strengthen citizenship and the ethic of service by engaging thousands of Americans on a full- or part-time basis to help communities address their toughest challenges. The Corporation for National and Community Service (CNCS) administers AmeriCorps at the federal level and works in partnership with states to develop service programs and create a community-based national service network. CNCS focuses AmeriCorps programs to address the human needs, public safety, education, environmental, and homeland security issues of the nation. AmeriCorps' mission includes:

Getting Things Done. AmeriCorps helps a community meet its education, public safety, human, environmental, or homeland security challenges through direct and demonstrable community service.

Strengthening Communities. AmeriCorps unites individuals and institutions of all kinds in a common effort to improve our communities.

Encouraging Responsibility. Through service and civic education, AmeriCorps enables members to see themselves as problem-solvers, not problems; to become leaders, not just followers; and to act on their responsibilities, as well as their rights.

Expanding Opportunity. AmeriCorps helps those who help America. Members receive job skills, invaluable experience and scholarships or loan repayment for schooling or job training.

A. Michigan's AmeriCorps 2004 Funds

The MCSC will have funds available to support new Michigan's AmeriCorps programs. However, until Congress approves the federal budget that will appropriate funds to the CNCS, the exact amount of funding available to the MCSC is currently unknown. At this time, it is anticipated that the MCSC should be able to fund anywhere from 2 to 3 new programs for the 2004-2005 program year. The selection of the Michigan's AmeriCorps programs is a multi-step process. In order to be eligible to be included in the MCSC Federal funding request, finalists should develop service programs of high quality that will produce substantial impact in communities and offer meaningful service opportunities.

B. Types, Terms, Size, and Match Requirements of Grants

1. Grant Terms

a. Operating Grants

The MCSC funds operating grants that support fully-developed plans to establish a Michigan's AmeriCorps program or to support, expand, or replicate an existing program. Most grant awards will cover a period that includes one year of operation with an initial start-up phase for programs that are completely new. Grants may be renewed for two years subject to annual review and availability of federal appropriations. Programs seeking funding beyond three years must reapply as a new applicant.

b. Education Awards Program Grants

Under the Education Award program, the MCSC and CNCS provides an allotment of national service education awards to organizations that can support most program and participant costs through other sources that meet the AmeriCorps program requirements, and that are judged to be high quality according to the selection criteria. Under this program, some of the AmeriCorps program requirements are waived. For example, education award programs do not have to provide childcare, a living allowance, or health care to members. If you wish to apply for the Education Awards program, do not use these application guidelines. The MCSC has a separate set of guidelines for this program that you can request. Please contact Paula Kaiser, Deputy Director, at (517) 335-4295 or kaiserp@michigan.gov.

2. Program Types

Applicants have a great deal of flexibility to design programs that will best achieve the goals of **getting things done in communities, strengthening communities, and developing the citizenship and skills of members**. This flexibility includes the ability to target individuals of a certain age or skill level as members, and to place members individually in projects or organize them in teams. Programs may operate summer programs but only as a component of their year-round program or to expand their operations during the summer months. Care must be taken to ensure that a summer component is consistent with the overall mission of the program, is not designed as separate from the year-round operation, and instills the ethic of service in the Michigan's AmeriCorps members. Any members added for a summer component must complete a minimum of 300 service hours. **It is important to note however, that preference will be given to programs that utilize full-time members, rather than part-time positions.** For suggestions on program models, *The Principles for High Quality National Service Programs*, offers a wide array of program examples. Applicants may request a copy of this publication from MCSC. *Please note: The CNCS and the MCSC believe that it is important that programs instill the ethic of service in their members while making demonstrable impacts on communities. Accordingly, the CNCS and the MCSC will not fund any programs whose primary purpose is job training or education for the members rather than service to the community.*

a. Priorities

The MCSC has designated certain types of national service programs for priority consideration. During the MCSC's selection process, a program that incorporates one or more of the following priorities will be given a preference over other programs that do not.

- 1) **Mentoring** – For the purposes of developing Michigan's AmeriCorps grant applications, mentoring is defined as *“a structured and trusting relationship that brings young people together with caring individuals who offer guidance, support, and encouragement aimed at developing the competence of the mentee”*. Applicants developing a mentoring program should consider the Elements of Effective Mentoring in their program design, which can be found at http://www.mentoring.org/common/effective_mentoring_practices/pdf/effectivprac.pdf
- 2) **Early Childhood Education / Development** – This priority area includes programs that provide services to help children ages 0 to 5 in their development and preparedness for learning. These services may be provided directly to the child, but may also include family support services from which the child will benefit.
- 3) **Services to Schools not making Adequate Yearly Progress (AYP)** – The Michigan Department of Education has identified specific schools as not making adequate yearly progress under the No Child Left Behind legislation. These schools face challenges that have resulted in lower student scores in the areas of mathematics and reading. AmeriCorps programs proposing to serve these struggling schools, especially through literacy and tutoring programs, are considered priority for 04-05 funding. For a list of AYP schools, visit http://www.michigan.gov/documents/Phase_IV_List_61855_7.pdf.
- 4) **Homeland Security** - The CNCS has designated homeland security as a major issue area on par with the environment, education, public safety, and other human needs for which programs may apply for funding. The Office of Management and Budget and the CNCS define homeland security as *“appropriately engaging citizens and communities in preparedness and response to acts of terrorism and other disasters. Homeland security includes programs that prepare to minimize the damage and recovery from any emergency, natural or man-made”*.

Homeland security may include programs that support public safety, public health, or disaster preparedness and relief. Homeland security programs also focus on preparing communities to be able to prevent, mitigate, prepare for, and respond to acts of terrorism or other disasters that breach the security and safety of their citizens. Applications submitted under this issue area should include evidence of organizing, training, and preparing people for homeland security disasters or emergencies.

The best defense is a strongly interconnected community that is able to handle a disaster or an act of terrorism. Therefore, the CNCS encourages applicants

to partner with as many organizations and groups as possible within their community, including the local Citizen Corps Councils. Where such councils may not formally exist, programs are encouraged to partner with organizations performing similar functions such as the local VOAD (Voluntary Organizations Active in Disaster) or other organizations that have experience in preparing for or responding to disasters or major emergencies. Examples of other potential partners include the local, county, or state emergency management offices, fire, or police departments.

3. Program Size

Programs must be large enough to achieve a demonstrable impact on the community served. Thus, while the actual size of each program may vary depending on the size of the community it operates in, the design of the program, and other factors, applicants are required to enroll at least ten (10) full-time equivalent members. Applicants should evaluate their present infrastructure and capacity when considering program size. Applicants are encouraged, when considering program size, to examine cost-effectiveness by calculating the recommended cost per member (see "Budget").

4. Grant Size

Grant requests may vary in size depending on the type and scope of a proposed program. Applicants are allowed flexibility in developing their budgets, but within certain limitations. No program funded through the MCSC formula allotment shall receive more than 20% of Michigan's total formula funding from the CNCS. For the 2003-04 application year, that figure was not to exceed a maximum of \$340,000 (as the total formula allotment was \$1.7 million). Therefore, applicants requesting more than 20% of the total formula amount may be asked to reduce their budget if they are funded with the formula funds. In addition, the CNCS will set a target for the average federal cost per full-time equivalent member for each Michigan's AmeriCorps program. At this time that amount has not been determined, but it is anticipated that it will fall below the \$12,800 level set for 2003. Therefore, we ask that you use the \$12,800 target figure with the understanding that this amount may need to be decreased in the final application. This information will be made available to applicants as soon the MCSC is notified. Individual program cost effectiveness will be assessed against the federally established target figure. Programs may not be penalized for exceeding the target, however, MCSC strongly encourages that programs consider this as an essential element of quality and cost effectiveness. Regardless, at this time, no individual program funded by MCSC should propose a CNCS share that exceeds \$13,500 per full-time equivalent member. As well, this maximum cost may be decreased by the federal government.

5. Match Requirements

Substantial cash and in-kind matches are required from the applicant. Program operational costs (i.e. staff salaries, training, equipment, administration, uniforms, etc.) require at least a 33% cash or in-kind match. Programs may use other federal funds (as long as they are not other Corporation for National and Community Service funds) as part of their 33% match. Member support costs (i.e. living allowance, FICA, workers compensation, and health care) require at least a 15% **non-federal** cash match. Applicants must specifically identify the source and levels of the cash and in-kind matches. Applicants are not required to attain the cash or in-kind matches prior to

submission of the application, but should, however, have the commitment(s) for the financial match prior to the start of the grant.

Listed below are match requirements for the Michigan's AmeriCorps program:

<u>Years of Funding</u>	<u>Member Support Match Percentages MCSC/Grantee</u>	<u>Program Operations Match Percentages MCSC/Grantee</u>
Year 1	85% / 15%	67% / 33%
Year 2	85% / 15%	67% / 33%
Year 3	85% / 15%	67% / 33%
Year 4	85% / 15%	50% / 50%
Year 5	85% / 15%	40% / 60%
Year 6	85% / 15%	25% / 75%
Year 7+	85% / 15%	0% / 100% (\$500 per FTE)*

The member support cost items includes: living allowance, FICA, unemployment, workers compensation, and health care. *In addition, programs operating in their seventh year or beyond could apply for up to \$500 per full-time equivalent to cover the cost of member training, member uniforms, and other member expenses.

All grantees will be expected to meet the match requirement for their given year of funding. If a grantee has been a recipient of previous Michigan's AmeriCorps funding, that funding would count when determining the match requirement. For example, if "Agency A", which is not a current grantee applied for AmeriCorps funding for the 2003 - 2004 year and had previously received 3 years of Michigan's AmeriCorps funding, they would need to provide the match level of a Year 4 program.

If a program is not able to meet the match requirement for a given program year, that program may request a waiver. A program may apply for a waiver as part of their application to the MCSC. Applicants will need to provide justification for the waiver. The MCSC will have the right to approve or deny the waiver based on the program's justification. The waiver allows MCSC to support a program that may have extenuating circumstances that prevent it from meeting the match requirement. The board will review and decide each waiver on a case-by-case basis.

6. Eligible Applicants

Education institutions (local school districts, Intermediate School Districts, colleges and universities, etc.), local government entities, state agencies and nonprofit organizations that have their 501(c)3 status and have been in existence for at least 3 years are eligible to apply for a Michigan's AmeriCorps program.

C. Michigan's AmeriCorps Goals

Michigan's AmeriCorps funds and supports quality programs that get things done, encourage responsibility, expand opportunities and strengthen communities. AmeriCorps members undertake service that has a maximum impact on Michigan's communities and would not be

provided without the service of AmeriCorps members and volunteers.

1. Needs and Services

a. Direct Benefit

Members serving in Michigan's AmeriCorps programs must meet education, public safety, human, environmental, or homeland security needs in the community served, and provide a direct and demonstrable benefit that is valued by the community. Project activities must provide specific measurable service outcomes that otherwise would not be provided with existing funds or volunteers, and that do not duplicate the routine functions of existing workers or displace paid employees.

AmeriCorps programs provide a variety of specific and identifiable services that address community needs. In the past, performing direct service activities such as tutoring children, building houses, or delivering meals to homebound seniors has been the primary focus of AmeriCorps members' service. However, AmeriCorps is now increasing its emphasis on capacity-building activities such as volunteer recruitment and management, which also play an important role in addressing community needs and ensuring the sustainability of activities that AmeriCorps supports. Direct service and capacity-building activities are both integral strategies for effective national service programs.

b. Federal Issue Areas and Program Examples

Federally all AmeriCorps programs must address one of the following issues areas: education, public safety, human needs, the environment, or homeland security. **It is important to note however, that Michigan has designated specific *priority* issue areas. Programs focusing on the areas discussed on page 4 will be given priority consideration for funding in Michigan.** Listed below are examples of activities that fall within each federal issue area. Those falling into one of Michigan's specific priority funding areas are indicated with an asterisk*.

Education

Such as:

- Improving the quality and availability of child development programs by working in day care, Head Start centers and preschool programs. *
- Teaching basic skills to parents of young children so that they can help their children learn. *
- Working in schools with high concentrations of low-income students.
- Mentoring, tutoring, and providing after-school, summer and work-place learning opportunities for children and youth. *
- Coordinating service-learning activities for K-12 students.
- Bridging the digital divide by providing individuals with access to technology.

Environment

Such as:

- Revitalizing neighborhoods by creating and maintaining recreation areas, green spaces and community gardens, and by making public areas clean and safe.
- Eliminating environmental risks, especially those that affect children and youth, such as lead poisoning and radon exposure, through education, testing, and clean-up.
- Reducing waste through energy efficiency efforts, and promoting recycling and other conservation measures.
- Conserving, restoring, and sustaining lands, forests, rivers, streams, and wetlands.
- Making parks more accessible through trail maintenance and infrastructure improvements.
- Sampling, mapping, monitoring, and recording air and water quality and the status of groundwater, land, plant and animal resources.

Human Needs

Such as:

- Offering prenatal care, parenting education, and health care to families of young children.
- Improving the health of low-income communities by offering preventative health service through community health clinics and immunization programs targeting families with children as a priority.
- Providing independent living assistance and health care to homebound elderly, people with disabilities, and people living with HIV/AIDS.
- Helping people who are homeless by providing shelter support, assistance in moving into permanent housing, and related services.
- Renovating and rehabilitating low-income housing, particularly family units.
- Helping individuals move from public assistance into self-sufficiency by providing job training, literacy tutoring, and other services.

Public Safety

Such as:

- Enhancing community policing efforts by working with local law enforcement to

address crimes committed by youth.

- Reducing specific crime problems such as drug dealing, domestic violence, crimes motivated by bias, crimes against senior citizens, and child abuse.
- Improving services available for victims of crime, and strengthening innovative criminal justice programs, such as neighborhood courts and community restitution.
- Reducing crime against children and youth by making schools safe, creating safe havens, and involving youth in conflict resolution and prevention efforts.
- Providing substance abuse counseling and education.
- Developing specific crime prevention strategies targeted at key locations such as playgrounds, public transportation points, and other public gathering places.

Homeland Security

Such as:

- mobilize volunteers to assist first responders such as police departments, fire departments, and other agencies involved in public security; *
- provide support for professional or volunteer fire departments, including a range of administrative duties, fire prevention and outreach, public education, and emergency response; *
- organize, conduct, and support community-based immunization programs related to bio-terrorism public health concerns; *
- develop materials, identify resources, and educate the public to build awareness of and readiness for both natural disasters and intentional criminal/terrorist attacks; *
- provide immediate support to relief agencies responding to a disaster. Services may include relief of rescue workers, search and rescue, first aid, coordination of emergency supplies, and establishment of communication links for relief workers;*
- organize communities to identify and respond to crime through existing community organizations, law enforcement, schools, institutions of higher education, and the business community. Such programs may conduct needs assessments and identify resources to support improvements, such as the creation of Neighborhood Watch programs; * and
- support long-term recovery efforts associated with the impact of disasters while providing periodic training for preparedness and response to homeland security emergencies *.

The above serve as a small number of examples. Local communities are in the best position to determine appropriate strategies for integrating service and volunteering into homeland security efforts. For more information about Citizen Corps, visit its website at: www.citizencorps.gov. For information on the Michigan Citizen Corps, visit www.michigan.gov/mcsc. For descriptions of homeland security programs CNCS approved for funding in 2002, visit www.nationalservice.org.

c. Literacy and Tutoring Programs – Especially in Michigan schools designated by the Department of Education as not making adequate yearly progress.

President Bush has made child literacy a national priority. He proposed, and signed into law, a comprehensive, bipartisan plan, known as the No Child Left Behind Act, to improve overall student performance in the Nation's schools. One key element of this plan is to support reading instruction built upon research-based methods that work to ensure that every child in public schools reads at or above grade level by third grade. *For 04-05 Michigan's AmeriCorps applicants, those focusing on literacy and tutoring in AYP schools (for further information on AYP schools see page 4 or visit http://www.michigan.gov/documents/Phase_IV_List_61855_7.pdf) will be given priority consideration.*

Consistent with this national priority, a significant percentage of national and community service programs designed by local communities assist children in learning to read. *In 2004, successful applicants conducting tutoring programs will be those that demonstrate that their activities occur in sites that incorporate scientifically-based approaches to reading.* (For information about the five basic reading components, scientifically-based reading instruction, and the National Reading Panel, see <http://www.ed.gov/offices/OESE/readingfirst/publications.html> and <http://www.nwrel.org/learns>.)

Specifically, successful applicants proposing tutoring activities will address the following:

1. Curricula

Programs should describe curricula and tutoring strategies that are *scientifically-based* and include the five components of reading and reading instruction identified by the *National Reading Panel* **OR** demonstrate that the activities they conduct are part of a program in a school under the No Child Left Behind Act that provides individuals with systematic instruction and practice in the five basic reading components.

2. Tutor training

Tutor training should take place both before and during service, and give tutors the skills and knowledge to support students' learning of the specific components of reading addressed in the report of the National Reading Panel. Programs should show how these reading components are incorporated into tutor training. Programs may also, where appropriate, demonstrate school site participation in training design and implementation and/or evidence of linkages between the instructional program of the tutee's school district and content of tutoring sessions conducted after school.

3. Outcomes

Programs should identify student achievement goals and show links between program objectives, tutoring activities, tutor training, and proposed strategies for

achieving these goals. Applicants should address the approach they will use to measure outcomes.

4. Standards for Tutors

Programs should identify any standards that they propose to use to qualify individuals as tutors. For example, some programs may screen individuals through a qualifications test; others may require enrollment in, or completion of, a reading course. Still others may require demonstration of certain academic skills, such as completing at least two years of college. During the coming year, CNCS plans to work with organizations and programs to set standards for tutors.

For more information about best practices of effective literacy and tutoring programs visit <http://www.ed.gov> and <http://www.nwrel.org/learns>.

CNCS recognizes that there are a wide variety of literacy activities being conducted by AmeriCorps programs, ranging from book drives to one-to-one tutoring programs. The above expectations apply only to those applicants engaged in tutoring or reading instruction in schools and related institutions, such as nonprofit organizations running after-school programs.

2. Developing Michigan's AmeriCorps Members

Through AmeriCorps, members develop additional skills, gain valuable experience, and receive education awards that they can use to repay qualified school loans or for future education.

To help ensure that members are prepared for and benefit from their service, applicants are required to include plans for member recruitment and training in their applications. Programs should address elements such as civics training, skills training related to performing service activities, leadership opportunities, and other training necessary for a program to have a positive impact on members. Much of the training is typically achieved through use of service-learning principles. Further, the training should reflect the unique nature of the program and be appropriate for the age, skill level, and other differences in the backgrounds of the members.

The following elaborates on key elements of member development.

a. Citizenship

The National and Community Service Act of 1990, as amended, has as one of its basic purposes to “renew the ethic of civic responsibility and the spirit of community throughout the United States.” By serving their communities in AmeriCorps, individual members are demonstrating a critical component of citizenship recognized by President Bush in recent remarks proclaiming September 17 as Citizenship Day: “Citizenship not only involves a commitment to our Nation but also to our neighbors and those in need.”

Programs must help members develop, through their service experiences, the ethic and skills needed for productive, active citizenship. This primarily means enhancing members’ understanding of how our democracy works and the value of their playing

an active role in it. Programs should thoughtfully employ service-learning or other education methods in order to develop members' skills in solving community problems, and to cultivate a lifelong ethic of personal, family, and community responsibility. Because voting is an important component of citizenship, every program must encourage, in a non-partisan manner, each member who is eligible to register to vote.

Citizenship goals for AmeriCorps programs to consider adopting for their members include:

- to foster within themselves and among their team members positive attitudes regarding the value of lifelong citizenship and service for the common good;
- to discuss and explore their community and the people, processes, and institutions that are most effective in improving community conditions;
- to enhance their ability to plan effective service projects that respond to real community needs; and
- to develop the social, cultural and analytical skills necessary to effectively participate in American democracy.

Two years ago the CNCS, in partnership with a number of programs across the country, tested the impact of two citizenship curricula. The two sets of curricula were:

- *By the People*, developed by the Center for Democracy and Citizenship at the Humphrey Institute of Public Affairs at the University of Minnesota. *By the People* was designed to introduce AmeriCorps members and staff to a set of civic concepts that give a broader context to service and also a set of civic skills to help members serve more effectively.
- *A Guide to Effective Citizenship Through National Service*, developed by the Constitutional Rights Foundation. By linking citizenship to the mission of AmeriCorps, the *Guide* helps members develop the connections between their sense of themselves and their value to the community. The *Guide* provides tools for integrating active citizenship into the AmeriCorps experience through interactive sessions.

To view these curricula visit www.nationalservice.org

b. Training, Education, and Supervision

Programs must provide members with the supervision, training, skills, and knowledge necessary to perform the tasks required in their respective projects. In fulfilling this requirement, programs should provide members with background information on the community to help them understand why the service projects are needed. Programs should also ensure training is provided for the activities that members will conduct. Whether the activities involve tutoring children in reading, housing provision and improvement, or neighborhood/ community enhancement, members need to learn the basic skills and technical information associated with good practice before they perform service. Programs may also provide, if appropriate, specific training in a particular field, including training and education designed to help members explore

career possibilities in areas such as child development, teaching, public health, or public safety. Programs must also agree to provide all members training in conflict resolution, communication as well as training and certification in CPR

AmeriCorps members as a group are one of the country's largest service providers. In times of national disaster or local emergencies, this resource can be collectively mobilized to provide critical support to local communities. As a result, programs are encouraged to train members, where appropriate, in disaster/emergency preparedness.

Programs must also designate individuals to supervise the members on a regular basis. Supervisors should be located at the site(s) where members serve and be available on a daily basis.

c. Support Services

Programs must provide support services that help members who have not completed their secondary education to earn the equivalent of a high school diploma. Programs are also encouraged to assist members who are completing a term of service to make the transition to other education and career opportunities.

d. Required Training and Service Hours

In general, members must devote at least 80 percent of the required hours to direct service and no more than 20 percent to education, training, or other approved non-direct service activities during a full-time or part-time term of service. This ratio applies to the overall program and not to each individual member. This will allow variance among the individual members and takes into consideration variations in the education and developmental needs of members. If a program exceeds the 1700-hour minimum, the additional hours do not fall under these guidelines.

e. Leadership Opportunities

The MCSC encourages programs to build member leadership capacity by providing opportunities for members to coordinate activities, recruit volunteers, and serve in team leader capacities in their programs. Please note, however, that members should not be assigned as the primary legal supervisors of other members, and they should not be placed in roles where they can provide no direct service.

3. Strengthening Communities

Michigan's AmeriCorps strengthens communities by involving citizens directly in serving community needs. AmeriCorps members help bring individuals and groups from different backgrounds together to cooperate in achieving constructive change and to solve critical community problems.

a. Generating Volunteers

A fundamental purpose of AmeriCorps is to help recruit, support, and manage the vast networks of volunteers that meet community needs. By creating volunteer opportunities and helping organizations to effectively engage volunteers, AmeriCorps programs multiply their impact, build organizational capacity, and support the development of sustainable programs. Volunteering also provides an ideal opportunity to bring together people of many racial, ethnic, and religious

backgrounds around a common goal and to foster the active citizenship upon which the health of our democratic system depends. With the President's call for all Americans to serve two years-- 4,000 hours--in their lifetimes, *AmeriCorps has been called upon to make volunteer recruitment and management a major focus of its efforts.*

Programs can deploy AmeriCorps members in a wide variety of ways to support volunteer recruitment and management. AmeriCorps members may be responsible for enlisting, training, or coordinating volunteers. They may help an organization to develop effective volunteer management systems that include clear position descriptions, screening techniques, or volunteer policy and procedure manuals. AmeriCorps members may promote retention of volunteers by planning recognition events or providing ongoing support and follow up to ensure that volunteers have a high quality experience. Members may assist an organization in reaching out to individuals and communities of different backgrounds when encouraging volunteerism, to ensure a breadth of experiences and expertise is represented in service activities.

AmeriCorps programs are given great flexibility to determine the best approach for the effective involvement of volunteers in their program. CNCS' expectation is that volunteers will be engaged in ways that support the mission of the organization being served. The involvement of volunteers should enhance or build upon any direct service goals of the program or organization of which the AmeriCorps members are a part. For example, a program may decide that a few members in a program should be devoted entirely to some aspect of volunteer recruitment and management. Or, a program may determine that all members will spend a portion of their time supporting volunteers. Members may also create opportunities for the beneficiaries of their service to volunteer.

The increased emphasis on volunteer recruitment and management is not intended to replace direct service activities, which continue to be an integral part of AmeriCorps programs. However, AmeriCorps programs have much to offer their communities by building the capacity of organizations to meet community needs.

Not every program may be able to meet this requirement, particularly in the first year. If a program is unable to include volunteer recruitment and management as part of their program, either because of the program model or for any other reason, they should include an explanation in their application. The explanation will be considered during the grant application review process.

b. Support for Community Organizations (Secular and Faith-Based)

In 1993, the national service legislation included community organizations as a category for support and defined them as private nonprofit organizations that represent a community or a significant segment of a community and that are engaged in meeting human, educational, environmental, and public safety community needs. The legislation specifically included churches and other faith-based organizations in this definition, recognizing the importance of such groups in dealing directly with the most difficult problems facing individuals in our communities.

For 2004, the CNCS would like to increase the number of community, faith-based, and grassroots organizations that have access to AmeriCorps resources, and to encourage larger nonprofit organizations to seek partnerships with community organizations (both secular and faith-based). Programs should support the efforts of civic, community, education, and faith-based organizations to solve local programs. Programs should demonstrate partnerships (e.g., sub-grantees, host sites, or volunteer recruitment partnerships) with community organizations (secular and faith-based). This includes nonprofit organizations, schools, and neighborhood groups, as well as the faith-based organizations identified above.

For the purpose of providing a common language to applicants, faith-based organizations include:

- a religious congregation (church, mosque, synagogue, temple, etc.);
- an organization, program, or project sponsored/hosted by a religious congregation (may be incorporated or not incorporated);
- a nonprofit organization founded by a religious congregation or religiously-motivated incorporators and board members that clearly states in its name, incorporation, or mission statement that it is a religiously-motivated institution; or
- a collaboration of organizations that clearly and explicitly includes organizations from the previously described categories.

c. Community Involvement and Consultation

Local participation in service efforts is vital to developing high-quality service programs that sustain and build Michigan's communities. Programs should be designed, implemented, and evaluated, with extensive and broad-based community input, through consultation with representatives from the community served, members (or potential members) in the program, appropriate community agencies (including secular and faith-based), foundations, businesses, local labor organizations representing employees of service sponsors, and local government.

Partnerships with community groups may help to enhance organizational capacity and strengthen communities. They afford opportunities for programs to collaborate and share technical expertise and resources.

d. Capacity Building and Sustainability

Effective capacity building is a process that enhances the mission, strategy, skills, and culture, as well as systems, infrastructure, and human resources of an organization. Often organizations view capacity building as only "technical assistance," such as improving systems, infrastructure, and/or human resources functions. However, it also refers to an organization's relationship with other organizations, people, and institutions that can provide critical information and resources that lead to the sustainability of the organization and its programs.

Capacity building is a process that helps an organization gain greater independence and sustainability. From the beginning the MCSC intended for AmeriCorps in Michigan to be community-based, community driven and community supported. The MCSC believes that programs need to increasingly support their activities over time

while annually decreasing their dependence on federal support. The MCSC feels that given the unpredictable nature of federal funding for AmeriCorps, our mutual goals of long-sustained impact through local support and control, and the desire to broaden the opportunities for other communities to experience the power of AmeriCorps, programs should work toward sustaining the efforts of the program and begin to assume more of the program operational costs over time. *See the Match requirements section on page 5 for additional information.*

Some examples of sustainability include:

- *Diversification of Revenue Sources:* Multiple sources of funds to support and operate national and community service programs is a good measure of whether or not a program is sustainable. In contrast, organizations that depend on a single source of funds (including Corporation funds) to support and operate national and community service programs are inherently less sustainable;
- *Earned Income:* Organizations that diversify revenue structures for national and community service programs by generating revenue through fees or other kinds of earnings, consistent with OMB rules on project income, can lead to more sustainable programs;
- *Other Public (state and local) and Private Funding:* Organizations that diversify revenue structures for national and community service programs by building relationships with other public and private funding organizations, as well as businesses, can lead to more sustainable programs. This includes receipt of support (in-cash and in-kind) from local and state government, community foundations, national foundations, and businesses;
- *Program Quality and Efficiencies:* Organizations that demonstrate an increased level of productivity with flat or declining levels of federal support demonstrate effective models of sustainability. While these programs may not be totally independent of federal sources of revenue, the reduction of overhead costs and increased efficiencies in the means by which services are delivered can help make the program's efforts sustainable in a community in the long term;
- *Volunteer Recruitment and Management:* Organizations that recruit large numbers of volunteers as part of their AmeriCorps program can use the volunteers to conduct a wider range of community service activities;
- *Sustained Activities:* In communities where AmeriCorps programs have collaborated with a number of partners, the partners can agree to divide the national and community service activities among themselves such that the actual service continues without a grant from the CNCS; and
- *Corporate Organizations' Role:* AmeriCorps members work to establish community service programs for which corporations can commit their employees as volunteers on an ongoing basis for an extended period of time.

The MCSC see sustainability as vital to meeting the needs of communities. In order to ensure that national service programs are sustainable, applications should include specific information that demonstrates how an organization intends to improve capacity and move towards sustainability, ensuring that the efforts of the national and community service programs can continue as federal support decreases over time.

As a means of achieving sustainability and assisting organizations in meeting

community needs, AmeriCorps members may assist grantee organizations in capacity building activities. Previously, the CNCS only allowed AmeriCorps*VISTA members to engage in capacity-building activities. Starting with the 2003-04 program year, AmeriCorps members have been allowed to engage in certain capacity building activities as well. For example, AmeriCorps members may recruit and manage other volunteers. They can write training materials that will be used to support the delivery of service. AmeriCorps members may assist in raising funds and securing resources to support service activities. They may conduct outreach to expand the number of individuals served by the nonprofit organization. Or AmeriCorps members may develop community partnerships that are intended to strengthen communities.

e. Diversity

Programs should build strong communities by engaging diverse members and staff in service activities and encouraging mutual understanding and cooperation. Programs must actively seek to include members and staff from the communities in which projects are conducted, as well as individuals of different races and ethnicities, education levels, socioeconomic backgrounds, gender, and individuals with physical and cognitive disabilities. Programs that lack one or more aspects of a diverse program should strive for diversity in other ways. All programs should undertake activities that will provide opportunities for citizens who might not otherwise serve, work, or learn together to do so. In addition, programs are encouraged to bring together younger and older adults as members.

D. Prohibited Service

While charging time to a Michigan's AmeriCorps program, accumulating service or training hours, or otherwise performing activities supported by the AmeriCorps program or the MCSC, staff and members may not engage in the following activities:

1. Any effort to influence legislation, as prohibited under §501 (c) of the Internal Revenue Code of 1986 (26 U.S.C. 501);
2. Organizing or participating in protests, petitions, boycotts, or strikes;
3. Assisting, promoting, or deterring union organizing;
4. Impairing existing contracts for services or collective bargaining agreements;
5. Engaging in partisan political activities, or other activities designed to influence the outcome of an election to any public office;
6. Participating in, or endorsing, events or activities that are likely to include advocacy for or against political parties, political platforms, political candidates, proposed legislation, or elected officials;
7. Engaging in religious instruction, conducting worship services, providing instruction as part of a program that includes mandatory religious education or

worship, constructing or operating facilities devoted to religious instruction or worship, maintaining facilities primarily or inherently devoted to religious instruction or worship, or engaging in any form of religious proselytization;

8. Providing a direct benefit to (1) a business organized for profit, (2) a labor union, (3) a partisan political organization, (4) an organization engaged in the religious activities described in the preceding sub-clause, unless CNCS funds are not used to support the religious activities; and (5) a nonprofit organization that fails to comply with the restrictions contained in §501(c) of the Internal Revenue Code of 1986 except that nothing in this section shall be construed to prevent participants from engaging in advocacy activities undertaken at their own initiative.

Individuals may exercise their rights as private citizens and may participate in the above activities on their initiative, on non-AmeriCorps time, and using non-Corporation funds. Individuals should not wear the AmeriCorps logo while doing so.

E. Member Eligibility, Recruitment, and Selection

1. Term of Service

Programs may engage members on a full- or less than full-time basis. Full-time members must serve at least 1,700 hours during a period of not less than nine months and not more than one year. Half-time members must serve at least 900 hours during a period of one year. No member can serve less than 300 hours during a one-year period. In some cases, programs may propose at least 300 hours for minimum-time, at least 450 hours for quarter-time, and at least 675 hours for reduced half-time members based on the program design. However, within a program, programs are required to have all reduced half-time, quarter-time, and minimum-time members serve the same number of hours.

2. Member Eligibility

At the time of enrollment in a Michigan's AmeriCorps program, members must: (1) be at least 17 years of age; (2) possess a high school diploma or its equivalent, or agree to obtain a high school diploma or equivalent prior to using the education award; (3) not have dropped out of elementary or secondary school in order to enroll as a member; (4) be a U.S. citizen, a U.S. national or lawful permanent resident alien; and (5) meet the task-related eligibility requirements established by the program.

3. Eligibility for Additional Terms

An individual may receive an education award only for the first and second terms of service in approved AmeriCorps positions. (Please note that an unsuccessful term counts as a term of service for these purposes.) In addition, there are strict limits on the use of federal funds to support an individual serving in a third, or subsequent term. While members may, in some cases, serve more than one term, mere eligibility for an additional term of service does not, however, guarantee selection or placement. A member's eligibility for a second term of service must be based on at least a mid-term and end-of-term evaluation of the member's performance, that demonstrates, but is not limited to: (1)

completion of required number of hours; (2) satisfactory completion of assignments, tasks or projects; and (3) satisfactory performance criteria that were clearly communicated both orally and in writing at the beginning of the term of service.

4. Selection

Michigan's AmeriCorps members will be selected by the individual program, and the selection criteria will vary among different programs. However, programs must select members in a non-partisan, non-political, non-discriminatory manner. Programs must establish minimum qualifications for members related to the service they will provide, including the successful completion of an AmeriCorps orientation period. Programs must ensure that they do not displace any existing paid employees.

Programs with members who will have substantial direct contact with children (as defined by State law) or who perform service in the homes of children or individuals considered vulnerable by the program, shall conduct criminal record checks on these members as part of the screening process.

The MCSC encourages programs to select members who possess leadership potential and a commitment to the goals of the national service program, regardless of education level, work experience, or economic background. The MCSC also encourages programs to select some members from state and national recruitment systems in order to supplement local recruitment with people who (1) are from different backgrounds and regions of the nation, (2) have special skills or training, and (3) desire to serve but live in areas where there are few or no national service programs.

5. Recruitment Tools and Resources

The AmeriCorps Recruitment office has a variety of tools available for programs to enhance their own recruitment efforts. While programs need to focus the majority of their efforts locally to recruit members, the CNCS offers local and national recruitment tools to assist programs in this process.

a. Web-Based Recruitment System

The CNCS has developed an on-line system to support programs' recruitment efforts. In order to supplement programs' recruiting efforts, and to make sure that the information in the nationwide system is comprehensive and of maximum benefit to individuals who want to be AmeriCorps members, use of the recruitment system, found on the AmeriCorps website (www.americorps.org), is now mandatory for AmeriCorps programs. This system allows AmeriCorps programs to post information about their program and their member assignments. All AmeriCorps programs will be responsible for having a comprehensive program profile on-line and will consider on-line applicants for their AmeriCorps positions. Programs may list multiple assignments as well as multiple geographic sites. Using their own criteria, programs may search for prospective members in their recruitment outreach efforts. Programs can e-mail prospective members and applicants to alert them to program information and updates, interview schedules, and other service opportunities. For more information, visit the website. As part of the web-based recruitment system, prospective members may apply directly to participating AmeriCorps programs electronically, as well as search for programs based on their interests, eligibility, and

geographic preference. For those without web access or for prospective members who want information and application materials, contact the AmeriCorps hotline at 1-800-942-2677.

b. Recruitment Manual

A detailed manual full of techniques, tips and samples is available for all AmeriCorps programs. It may be downloaded from the AmeriCorps website at www.americorps.org.

F. Member Benefits

1. Living allowance

a. Full-time Members

Full-time members must receive a living allowance between \$10,197 and \$20,394. The living allowance is considered taxable for FICA and income tax. The amount of the living allowance that may be paid using CNCS and other federal funds may not exceed 85% of the minimum living allowance, or \$8,667. Programs that want to provide a higher living allowance, in excess of \$8,667 must provide a grantee match for all funds over \$8,667.

b. Less Than Full-time Members

Programs are not required to provide a living allowance to half-time, reduced half-time, quarter-time, and minimum-time members. If programs choose to provide any less than full-time members with a living allowance, the amounts are listed below.

	# of Hours	Maximum Total Living Allowance	Maximum Federal Share of Living Allowance
One Year Half-Time	900	\$10,797	\$4,589
Reduced Half-Time	675	\$ 8,098	\$3,441
Quarter-Time	450	\$ 5,398	\$2,294
Minimum-Time	300	\$ 3,599	\$1,529

2. Exceptions to the Living Allowance

a. Prior Existence

If a program was in existence prior to the signing into law of the National and Community Service Trust Act of 1993 (September 21, 1993) the law does not require that the program provide living allowances to its members. If such a program chooses to offer a living allowance, it is exempt from the minimum requirement but not from the maximum requirement. Thus, it may offer a living allowance of between \$0 and \$20,394. If the allowance is less than \$10,197, the portion that may be paid using Corporation and other federal funds may not exceed 85% of that allowance. For example, if a program chooses to pay its full-time members \$5,000, the Corporation will pay up to 85% of that amount, or \$4,250.

b. Waiver or Reduction of Living Allowance

The CNCS may, at its discretion, waive or reduce the living allowance requirements of a program. The program must demonstrate to the satisfaction of the CNCS that such requirements are inconsistent with the objectives of the program. Additionally, the program must show that without living allowances, members will be able to meet the necessary and reasonable costs of living in the area in which the program is located. These costs include food, housing, and transportation.

c. Residential Program

If a member is serving in a program that provides room and board, programs may request a waiver to pay the members a reduced living allowance. If the CNCS has granted a waiver or reduction of the living allowance and a program provides room and board, the CNCS will consider, on a case-by-case basis, allowing the portion of that living allowance that may be paid using CNCS and other federal funds to be between 85% and 100%.

d. Professional Corps

A professional corps program may recruit and place qualified AmeriCorps members in positions as teachers, nurses, doctors, police officers, lawyers, architects, engineers, or other professionals helping to meet critical needs in communities with inadequate numbers of such professionals. Public or private nonprofit employers must sponsor AmeriCorps members and agree to pay 100 percent of AmeriCorps members' salaries and benefits (excluding the national service education award that we provide). Such salaries may exceed the maximum living allowance allowed in other national service programs.

3. Education Awards

Michigan's AmeriCorps members who successfully complete a term of service will receive education awards for each term up to two terms of service. The education award may be used up to seven years from completion of service to pay for any combination of (1) the costs of attendance at a qualified institution of higher education, (2) the costs of approved School-to-Work programs, or (3) the costs of repaying qualified student loans. Please see the chart below for the specific amount of the education award for full- and part-time members.

Title	# of Hours	Education Award
Full-time	at least 1700	\$4,725.00
Half-time	at least 900	\$2,362.50
Reduced half-time	at least 675	\$1,800.00
Quarter-time	at least 450	\$1,250.00
Minimum-time	at least 300	\$1,000.00

Finally, members who have qualifying outstanding students loans may be eligible to receive forbearance on their payments while they serve, but they need to contact their loan holders to receive this benefit. The CNCS will make payments for interest that

accrues during the period of forbearance upon successful completion of a member's term of service.

4. Child Care

Programs must make child care available to any full-time eligible member who needs such assistance in order to participate in the Michigan's AmeriCorps program. The CNCS will fund child care directly and will pay 100% of the allowance as defined by payment rates of the Child Care and Development Block Grant (CCDBG). The CNCS, through the National Association for Child Care Resource and Referral Agencies (NACCRRA), will provide technical assistance to programs for determining member eligibility, provider eligibility and child care allowance. NACCRRA, on behalf of the CNCS, will also make payments to the child care provider directly. Therefore, programs should not include child care assistance in their budget. A member's eligibility for child care is based on need. Members' need must be consistent with the Child Care and Development Block Grant Act of 1990, as follows:

- a. Total family income of the member must be less than 75% of the State median income, or as defined by the State under CCDBG guidelines;
- b. The member must reside with and be a parent or guardian of a child under the age of 13;
- c. At the time of acceptance into the program, the member must not be receiving child care assistance from another source, including a parent or guardian, which would continue to be provided while the member serves in the program, unless the member would become ineligible for child care by virtue of enrolling in the program; and
- d. The member certifies that he or she needs child care in order to participate in the program.

5. Health Care for Full-Time Members

Programs must provide full-time members with health insurance at the time of acceptance into the program if the member is not otherwise covered by a health insurance policy that provides the minimum benefits described below. If a member who previously had coverage loses it through no deliberate act of his or her own, such as parental or spousal job loss, the program must provide the member with basic health insurance that meets the minimum requirements.

Programs may obtain health insurance for their members through any provider they choose, as long as the policy provides the minimum benefits and is not excessive in cost. The CNCS will pay 85% of the cost of a policy that meets the requirements as long as they do not determine the cost to be excessive. The CNCS will not pay any share of the cost of the policy that does not include the minimum benefits, nor do they cover any person other than members. In general, the CNCS does not pay the costs of health benefits for half-time members unless they serve full-time for a sustained period of time. For example, members may receive benefits when they serve in a summer program for thirty-five hours per week with other members who receive health benefits.

a. Minimum Benefits

The following minimum benefits must be provided or exceeded for programs with existing health benefit coverage:

Covered Services

- physician services for illness or injury
- hospital room and board
- emergency room
- x-ray and laboratory
- prescription drugs

Limited Coverage

- mental/nervous disorders
- substance abuse

Annual limits

Deductible:

- Not more than \$250 per individual

Coinsurance:

- Member pays no more than 20% or alternatively, a comparable fixed fee

- Exception - mental and substance abuse may require a 50% co-payment

Out-of-pocket

- Not more than \$1,000 per individual

Maximum Benefit

- At least \$50,000

Programs electing to use current health plans that meet the above minimum benefit requirements will be required, at time of selection, to provide specific information on the benefits and policy.

b. AmeriCorps Member Health Care Policy

Organizations electing to use the AmeriCorps Member Health Care Policy must budget at least \$1,488 for health care (\$1,265 for the CNCS share, \$223 for the grantee share), for each eligible member, in Section A of the budget form. Grantees are encouraged, however, to budget health care costs at up to 20% above the quoted rate, as it is anticipated premiums will likely increase during the grant year.

c. CNCS Share of Health Care

The CNCS will pay 85% of the cost of a policy that meets the requirements defined above and is not excessive in cost as determined by the CNCS. The CNCS will not pay any share of the cost of the policy that does not include the minimum benefits nor any share of coverage provided to any person other than the member.

d. Health Care for Part-Time Members

In general, the CNCS will not pay the costs of health benefits for part-time members except if they are serving full-time for a sustained period of time, such as the summer. All other requirements for full-time health care coverage apply to these part-time members.

6. Reasonable Accommodations for Disabilities

Increasing the participation of people with disabilities in national and community service programs is a key interest of the CNCS. All AmeriCorps programs are encouraged to actively reach out to and include people with disabilities. Programs and activities must be accessible. Programs must provide reasonable accommodation to known mental or physical disabilities of otherwise qualified members, service recipients, applicants, and program staff. All selections and project assignments must be made without regard to the need to provide reasonable accommodation. By far, the vast majority of accommodations are inexpensive. For those limited cases where reasonable accommodations are more costly, there may be money available to provide accommodations for members serving in a Michigan's AmeriCorps program. Check with the MCSC for further information.

G. Member Release and Grievance Procedures

Programs may release members for two reasons: (1) for compelling personal circumstances; or (2) for cause, as defined in the National and Community Service Act of 1990, as amended (42 U.S.C. 12593(c)) and in the CNCS' regulations (45 C.F.R. Chapter XXV, Section 2522.230) and by the program's member contract. Programs must establish written guidelines, to be incorporated into the member contract, that explain the circumstances under which members will be released for cause. Programs are required by law to release for cause any member who is convicted of a felony during a term of service. In addition to the circumstances mandated by law, programs may include in the guidelines their own reasons for releasing members for cause.

Programs must establish a grievance procedure for members who believe that they have been unfairly released and for other grievances expressed by members or interested parties. The procedure must include an opportunity for a hearing and binding arbitration within statutory deadlines. The CNCS and MCSC encourage programs to establish an alternative dispute resolution procedure, such as mediation. A model grievance procedure is available from the MCSC.

H. Internal Evaluation and Continuous Improvement

Every Michigan's AmeriCorps program must develop a system that allows them to evaluate and monitor their own activities. They must collect and organize data on an ongoing basis. Each program must:

- develop annual program outcome objectives that are tangible and measurable;
- track progress toward accomplishing those annual objectives;
- institute management procedures that provide regular "customer feedback" that will be used to improve program quality; and

- collect additional descriptive and demographic data (e.g. member summary forms, local program information, etc.).

Programs must cooperate with the CNCS, MCSC, and their evaluators in all monitoring and evaluation efforts, including in-depth studies of selected programs. Additionally, programs must collect and submit to the CNCS the following data: (1) information on members including the total number of members in the program, and the number of members by race, ethnicity, gender, age, economic background, education level, disability classification, geographic region, and marital status; and (2) information on services conducted in areas classified as empowerment zones (or redevelopment areas), in areas that are environmentally distressed, in areas that are adversely affected by reductions in defense spending, and in areas that have an unemployment rate greater than the national average.

I. National and State Identity

1. Identification

To help promote a national identity for all AmeriCorps programs and members, programs must agree to identify the program, through the use of the AmeriCorps logos, common member application materials, and other means, as part of a larger state and national effort. The programs must also agree to participate in other activities such as a local opening ceremony (including the administration of a national pledge or affirmation), orientations, service days, and conferences. A Michigan's AmeriCorps program may continue to use its own name, logo, or other identifying materials in addition to, but not in lieu of, the AmeriCorps name and logo.

In an effort to increase the visibility of Michigan's AmeriCorps members, programs are required to provide them with a standard AmeriCorps service gear package (AmeriCorps t-shirt, sweatshirt, hat, pin, decals, and button.) Other identity items may range from a pin appropriate for members who need to wear professional clothing at the service site to full gear appropriate for construction or other work. At a minimum all members must receive the standard gear package. However, programs may request no more than \$70 per member (\$35 for the standard gear package and \$35 for additional uniform items). Gear can be ordered online at www.nationalservicecatalog.org.

2. Start of Operations

Programs must agree to begin terms of service between August and November. The program must establish no more than three class start dates in which members may be enrolled. Creating "classes" of members who begin and "graduate" from their terms of service at the same time will help create a national identity. If programs lose Michigan's AmeriCorps members between "classes," they may not replace the member until the next class start date. The MCSC prohibits rolling admissions. Programs may not enroll members after the second quarter of their program. If programs experience attrition in the third quarter and beyond they are not permitted to replace these members.

3. Participation in National Days of Service

As part of the National Service Network, there are a number of opportunities for

programs to take part in national service days. The MCSC and CNCS expect all national service programs, including AmeriCorps programs, to participate in one or more days of service, including the Martin Luther King, Jr. Holiday, National Volunteer Week, Youth Service Day, and Make a Difference Day. In addition, we expect programs with AmeriCorps members to participate in other national service activities such as common opening ceremonies (including the administration of an oath or affirmation), orientations, and training.

J. Federal Financial Management and Grant Administration Requirements

As with all Federal grant programs, it is the responsibility of all AmeriCorps programs to ensure appropriate stewardship of federal funds entrusted to them. Under the CNCS regulations, all programs must maintain financial management systems that provide accurate, complete, and current disclosure of the financial results of the AmeriCorps program. To meet this requirement, programs must have adequate accounting practices and procedures, internal controls, audit trails, and cost allocation procedures. As of June 30, 1996, recent revisions to the Single Audit Act and OMB Circular A-133 require all organizations to have financial audits if they annually expend \$300,000 or more under federal awards. This requirement applies to the organization's total expenditures each fiscal year under all of its federal awards, not just an AmeriCorps grant.

K. Other Requirements

1. Program Monitoring and Management Responsibilities

Organizations face many challenges in administering AmeriCorps programs. Certain program models may make monitoring and program management a particular challenge for organizations. These include individual placements, programs that are spread out geographically, and programs that attempt to address many issue areas at once. If a program design includes one of these challenges, the program should address it specifically in their application and provide specific strategies for monitoring and management. Strategies may include: recruiting and enrolling members who can work independently; providing appropriate orientation, ongoing training, and a means of regular communication; selecting strong host sites and ensuring strong support from direct-line supervision of members; and narrowing the range of tasks members perform to make monitoring easier.

If an organization is approved for an AmeriCorps grant, they are responsible for managing the day-to-day operations of the grant and sub-grant-supported activities to assure they are in compliance with applicable federal requirements and they achieve their performance goals. Monitoring needs to cover each program, function, or activity. They are responsible for ensuring program quality and that their program has an impact on the problems facing the communities in which it operates. This includes monitoring the service of members. They are responsible for the timely and accurate documentation of member eligibility and service hours. Each program should develop systems that closely track and monitor these requirements.

2. Program Reporting

Michigan's AmeriCorps programs must comply with all reporting required by the MCSC including quarterly progress reports, monthly expenditure reports, member hour tracking forms, continuous improvement surveys, and member enrollment, termination and end-of-term-of-service forms. Programs are required to use the CNCS' Web Based Reporting System for all aspects of reporting.

3. Michigan's AmeriCorps Program Directors' Meetings

Michigan's AmeriCorps program directors or an approved representative must attend the regularly scheduled program directors' meetings (usually 10 per year.)

4. MCSC Trainings and Special Events

Michigan's AmeriCorps staff and members must participate in all MCSC sponsored program trainings and service events, including the annual Michigan's AmeriCorps Signature Service Project.

5. AmeriCorps on the Internet

Michigan's AmeriCorps programs are required to have Internet e-mail capability and to subscribe to the AmeriCorps list serve run by the National Service Resource Center at ETR Associates. To facilitate this process, programs may budget funds to defray expenses for gaining on-line capacity (e.g., purchase of a modem, subscription to an on-line service or internet provider.)

6. Federal Work-Study and Student Service

[Required for Higher Education Institutions Applying for AmeriCorps funding]

The Higher Education Reauthorization Act of 1998 requires that all institutions of higher education who receive Federal Work Study (FWS) funds utilize a minimum of 7% of their total FWS budget for community service placements. Each college must also include a literacy component that is defined in regulations by the Department of Education. Because this is an important vehicle to encourage and expand student service, the CNCS is very interested in what campuses are doing to meet and exceed this requirement. Community service activities undertaken using FWS can be a valuable resource for national service programs. While the FWS program is administered by college financial aid offices, many colleges have built strong relationships between the community service, service-learning, or volunteer office and the financial aid office to enhance community service efforts of the campus. Some service offices even manage the community service FWS program on their campus. Both service offices and community partners can assist the financial aid office in enhancing community service FWS programs. For more information on the FWS for Community Service program, visit www.ed.gov/offices/OPE/pubs/WorkStudy/.

The CNCS has summarized data reported to the Department of Education on Federal Work Study for Community Service usage. If you would like to see how your institution's usage compares to other institutions, you can view this report online at www.nationalservice.org/resources/.

For new and continuing programs operated by higher education institutions that are

applying for funding, applicants should describe their institution's efforts to support community service under FWS. Specifically include the percentage of your school's 2001-2002 FWS funds that were used for community service placements and your plans for further efforts in this area. This information will be factored into the MCSC's and the CNCS' funding decisions.

II. SUBMISSION INSTRUCTIONS

A. New Program Instructions

Your Michigan's AmeriCorps application *must follow the order outlined* in the following instructions, and should be *clearly labeled with headings and subheadings*. It is important that the *information requested is provided in the section within which it is asked for*, to assure clarity for reviewers. The application must not exceed the page limitations specified for each section. You must number the pages of the narrative section. **The application must be typed and double-spaced in not less than 12-point font size with one-inch margins.** One side counts as one page. The title page, one page description of past accomplishments, and budget form and budget narrative are not included in the narrative page limitation. The unbound original, plus five bound copies of your application, must be submitted. **No appendices will be accepted.**

Complete the Intent to Apply form that is located in the Appendix. **Submission of your Intent to Apply form must be received by 5:00 p.m., December 15, 2003.** The Intent to Apply form may be faxed to (517) 373-4977 or mailed to MCSC at 1048 Pierpont, Suite 4, Lansing, Michigan 48913. If the Intent to Apply form is not submitted or is not received by the due date, the applicant organization is not eligible to submit an application.

Michigan's AmeriCorps applications must be received no later than 5:00 p.m. on January 15, 2004 at the Michigan Community Service Commission, 1048 Pierpont, Suite 4, Lansing, Michigan 48913. Copies may be mailed or hand-delivered. **Facsimiles will not be accepted.**

1. Title Page (limited to one page)

Complete the form located in the Appendix. **THIS FORM MUST BE SIGNED.** The original copy must have an original signature.

2. One Page Description of Past Accomplishments (limited to one single-spaced page) – Only for Current or Former CNCS Programs

For applicants that currently receive Michigan's AmeriCorps funds or have previously received CNCS program funds of any type for the past three years, please provide a one-page description of program accomplishments and outcomes you achieved in relation to your AmeriCorps objectives during the past three-year period.

Include a list of the other type(s) of CNCS program funds your organization received during the past three years.

3. Program Narrative (not to exceed 15 double-spaced pages)

The narrative should address the statements and questions listed below. In writing the program narrative you will want to refer to the specifics detailed throughout Section I., the Michigan's AmeriCorps Overview. **The narrative should be structured according to the following format that includes the proper headers. Each question should be addressed in the appropriate section.**

A. Program Design (60%)

As mentioned in the grant terms section, grant awards will cover a period that includes one year of operation. Grants may be renewed for two years subject to annual review and availability of federal appropriations. Therefore, in developing the program design section, you should not only discuss goals, objectives, and program structure for the first year, it should also outline long term programmatic goals and outcomes for a three year grant period.

1. Needs and Service Activities (20%)

Before completing this section, carefully read the Needs and Services section on pages 6-10. It will provide specific information that will help you address the topics below.

a. Needs

- Clearly describe the specific need(s) your program will address. Include a well documented, compelling description of the need in the communities you intend to serve and how the needs were identified.

b. Description of Activities

- Describe how the mission of your organization relates to the identified need(s).
- Include a detailed description of the proposed activities that relate to the need(s) your program will address. *If you are proposing a literacy or tutoring program please be sure to address the requirements discussed on page 9.*
- Describe the overall design and structure of the program, including the number of sites, the number and type of members in the program, and how the members are assigned to the sites. Also, indicate the number of members assigned to each site.

c. Accomplishment in Proposed Activity Area

- Describe the quantifiable measurable impact of the program on the identified need. How will the identified community need be improved as a result of the Michigan's AmeriCorps program? *For example, the ABC AmeriCorps program will provide tutorial assistance to 150 teacher identified at-risk students and 85% of the tutored students will increase their grades by one level.*
- Describe your organization's history and past accomplishments in the proposed activity areas.

d. Involvement of Community

- Describe how you involved the target communities in identifying community needs and planning your program.
- Discuss how you will include them in your program implementation.

(After reading this section readers should have a clear idea of the overall program design and structure. This includes a clear description of the community need that will be addressed, what the proposed program intends to

do, how the members' service activities will accomplish these objectives, and the anticipated impact of the members' service activities within the community over the three year period.)

2. Developing Members (20%)

Before completing this section, carefully read the Developing Members section on pages 10-13. It will provide specific information that will help you address the topics below.

- Provide a description of the number and type of full-time, and part-time members to be recruited and the number of hours each type will serve.
- Describe the expected characteristics, attributes and skills required of the members.
- Describe the program's recruitment strategy including selection criteria, minimum qualifications or specialized skills, measures that will be used to ensure diversity, other organizations that will be involved in the recruitment process and plans to use the national recruitment system.
- Describe clear plans for orienting, supervising, training, and developing members. Be sure to include the specific training members will receive related to the service they will perform.
- Describe how members will develop an understanding of civic responsibility and attain citizenship knowledge, skills, and attitudes.
- Describe how the program will provide leadership opportunities for members.

3. Strengthening Communities (20%)

Before completing this section, carefully read the Strengthening Communities section on pages 13-16. It will provide specific information that will help you address the topics below.

a. Developing Community Resources

- Describe how your organization plans to develop and/or mobilize community resources in support of the program. Including resources from the foundations, businesses, local officials, and civic groups.

b. Generating Volunteers

- Describe how the program will involve members in the recruitment and coordination of community volunteers. Be sure to quantify the number of volunteers to be generated, the number of volunteer hours, and the efforts they will be involved in.

c. Community Partnerships

- Describe the individuals and organizations involved and the role that each partner organization will play in the administration of the program. Indicate who is accountable for what in the administration of the program.
- Describe how the host sites/service sponsors will be prepared for placement of members and supported in their supervisory efforts throughout the year.
- Describe the community partnerships you intend to develop in support of the program including how you will partner with faith and community-based organizations and other
- Describe how the program will bring together people of diverse backgrounds.

- Describe how the program will communicate and collaborate with other existing efforts, including other local CNCS and MCSC funded programs, to solve community problems.

d. Capacity Building and Sustainability

- Describe plans for increasing the capacity of the organizations and institutions where members are serving and its relationship to sustainability.
- Describe plans for achieving sustainability. Specifically, the applicant should address their long term (three year) plans for ensuring that the efforts of the AmeriCorps programs can continue as federal support decreases over time. Also discuss the programs plans for meeting the increased match requirements over time.

e. Higher Education Institutions Only

- Describe your institution's efforts to support community service under Federal Work Study (FWS). Include the percentage of your school's 2001-02 funds that were used for community service placements and your plans for further efforts in this area. See page 27 for further guidance in this area.

B. Organizational Capacity (25%)

- Describe the organization's past experience and current capacity to operate or coordinate a program comparable to the one proposed. Include the organization's experience in addressing the identified community need.
- Describe the roles of key staff person(s) responsible for the program including background, experience and relevant accomplishments of the principal staff and percentage of time dedicated to the program. Describe plans to recruit, select, train and support additional staff.
- Describe the size and structure of the applicant organization and the relationship of this program in that structure.
- Provide overall budget figures for the organization from the past three years.
- Describe the organization's financial management system.
- Describe the organization's past experience in or ability to administer a federal grant. Include examples of grants administered and organization's total federal dollar amount administered.
- Describe the organization's experience with the programmatic initiatives proposed in the application and any relevant major accomplishments in these areas.
- Describe plans for monitoring sites where members will be placed.
- Describe the systems that will be used to monitor progress toward accomplishing the program's goals. The description need not be a comprehensive evaluation plan, but should generally describe what specific methods will be used to evaluate what is getting accomplished and the impact of the services. It should also include the organization's capacity to design and conduct the evaluation activities.

C. Budget/Cost Effectiveness (15%)

MCSC will evaluate the overall cost per full-time equivalent (FTE) member and the federal share of the FTE cost within the context of the program's impact on

the community. Currently the CNCS has not set a target rate for the per member FTE rate for the '04-'05 program year. Until such time as the '04-'05 figure is made available, applicants are instructed to use the '03-'04 figure of \$12,800. *It is important to note that the final figure will likely fall below the \$12,800 level, which will require budgetary adjustments at that time.* Program cost effectiveness will be assessed against the final figure. Programs will not be penalized for exceeding the target, however, MCSC strongly encourages that programs consider this as an essential element of quality and cost effectiveness. Regardless, no individual program funded by MCSC may propose a CNCS share greater than \$13,500 per member.

The full-time equivalent cost per member is calculated by dividing the CNCS share of the total budget by the number of full-time equivalent members. For example, if an organization requested a total budget of \$250,000 for 15 full-time members and 20 one half-time members the FTE cost would be \$10,000 (\$250,000/25 FTE members). The FTE for less than full-time members is calculated by dividing the number of service hours by 1,700 service hours.

- In this section, provide information that demonstrates efforts to build community support, both financially and programmatically.
- Discuss what match commitments (in-kind and cash) you have generated, what commitments you plan to secure and how you will secure them.

*** The quality and completeness of the budget form and budget narrative and the quality of the narrative cost-effectiveness section will both be considered when scoring the cost-effectiveness component of the application. ***

4. Budget Form and Budget Narrative

Budget Form

Applicants must submit the budget form located in the Appendix. The instructions for completing the budget form are also located in the Appendix.

Budget Narrative

Please complete and attach a detailed budget narrative that is organized in the same order as the budget form and clearly identifies the requested CNCS and grantee share. The grantee share of specific items should meet at least the minimum requirements as set forth by the CNCS and MCSC. The narrative must be completed for funds requested from the CNCS and for all other matching funds. For each line item, a full explanation must be provided in the budget narrative that specifies the purpose, cost basis, and calculation.

5. Financial Audit

Include one copy of the applicant organization's most recent independent audit with the application.

6. Michigan's AmeriCorps Application Submission Compliance Checklist

Applicants should complete and submit, with their Michigan's AmeriCorps application, the checklist located in the Appendix. Please review the following checklist to ensure that your application meets the submission requirements. Each application will be reviewed for compliance. **Any application received by MCSC not in compliance with any item on the following checklist will be considered ineligible for review.** Applicants must submit one original and five (5) copies of a complete application package that includes:

- Title Page
 - Original copy of the application must have an original signature.
 - Applicants must use the form provided in the Appendix.
 - The form must be typed.
- Description of Previous Accomplishments (for programs that have previously received AmeriCorps funds)
 - Not to exceed one page (single-spaced)
- Program Narrative
 - Typed.
 - Double-spaced and in not less than 12-point font size.
 - One-inch margins.
 - Must not exceed 15 pages (one side counts as one page).
 - The narrative must follow the narrative format and include headings / sub-headings for each section.
 - The pages must be numbered.
- Budget Form
 - Applicants must use the form provided in the Appendix.
 - The form must be typed.
- Budget Narrative
 - The narrative must follow the order of the budget form. (The budget narrative may be single-spaced).
- Financial Audit
 - Include a copy of the applicant organization's most recent independent audit.

III. SELECTION PROCESS

A. Review and Selection

The review and selection of the Michigan's AmeriCorps applications is a multiple-step process as described below.

1. Interested applicants must submit an Intent to Apply form on December 15, 2003.
2. Interested applicants must submit a Michigan's AmeriCorps Concept Paper by 5:00 p.m. on January 15, 2004.
3. Applications will be reviewed by a panel of external peer reviewers. After the external peer review, the panel will make its recommendations based on the criteria listed in the application guidelines.
4. The Michigan Community Service Commission (MCSC) staff members will review the applications for requirements, priorities, and preferences (as detailed in the application guidelines). The staff will also consider:
 - **Geographic diversity** - MCSC will ensure that the programs recommended for funding are geographically diverse and include projects in urban and rural areas.
 - **Geographic concentration** - MCSC may recommend for funding programs that will enable it to test the effect of concentrating a critical mass of participants in a specific geographic area.
 - **Diversity** - MCSC seeks to fund a broad range of programs with various approaches to addressing community need.
5. Applicants will be notified if their application has been selected to proceed to the next step in the application process. If the application is selected, representatives from the applicant organization are required to attend a one-day technical assistance workshop on January 21, 2003. In the workshop, applicants will receive a copy of their application feedback that was generated from the peer and staff review, as well as training in the E-grants system. Applicants will be asked to revise their concept paper into a comprehensive application.
6. The comprehensive applications are due via E-Grants no later than 5:00 p.m. on March 4, 2004. The proposals will be reviewed and evaluated by Michigan Community Service Commission staff members.
7. The MCSC will submit the Michigan's AmeriCorps proposals to the Michigan Community Service Commission Commissioners for approval.

8. The approved proposals will then be submitted to the Corporation for National and Community Service (National Office) for final approval.

B. Criteria

The Michigan's AmeriCorps applications will be evaluated on their quality, according to the general categories listed below.

1. Program Design (60%)

- a. *Needs and Service Activities (20%)*
 - Well-documented compelling need
 - Well-documented activities with appropriate performance measures
 - Well-defined roles for participants that lead to measurable outcomes or impact
 - Previous history of accomplishments in the proposed activity areas
 - Effective involvement of target community in planning and implementation
- b. *Developing Members (20%)*
 - Effective plans for recruiting, developing, training, supervising, and recognizing participants
 - Well-designed activities that promote an ethic of service and civic responsibility
- c. *Strengthening Communities (20%)*
 - Developing community resources, including recruiting and managing volunteers, with appropriate performance measures
 - Strong community partnerships, including well-defined roles for faith- or community-based organizations
 - Potential for sustainability
 - Enhanced capacity building of organizations and institutions
 - Bring together people of different backgrounds

2. Organizational Capacity (25%)

- Ability to provide sound programmatic and fiscal oversight
- Sound track record of accomplishment as an organization
- Well-defined roles for staff and administrators
- Well-designed plan or systems for self-assessment, evaluation, and continuous improvement

3. Cost-Effectiveness/Budget (15%)

- Commitment of applicant organization or host agency to securing resources, i.e., non-federal support, for program implementation or sustainability
- Adequate budget to support program design
- Cost-effective within program guidelines

APPENDIX

Forms and Instructions


**COMMUNITY
SERVICE**

COMMISSION

2004 - 2005 Michigan's AmeriCorps Intent To Apply Form


Name of Organization: _____

Contact Person: _____

Address: _____

City: _____ **State:** _____ **Zip:** _____

Phone: _____ **Fax:** _____

Indicate your anticipated **Michigan's AmeriCorps** program focus. Please note that you may change this focus without notifying us.

- | | | |
|--|--|--------------------------------------|
| <input type="checkbox"/> Human Need | <input type="checkbox"/> Education | <input type="checkbox"/> Environment |
| <input type="checkbox"/> Public Safety | <input type="checkbox"/> Homeland Security | |

Does the proposed program specifically focus on any of the following? Check all that apply.

- | | | |
|------------------------------------|--|--------------------------------------|
| <input type="checkbox"/> Mentoring | <input type="checkbox"/> Early Childhood Education / Development | <input type="checkbox"/> AYP Schools |
|------------------------------------|--|--------------------------------------|

Also, indicate the anticipated size of your **Michigan's AmeriCorps** program. Please note that programs must enroll a minimum of ten (10) full-time equivalent members. You may change the size of the program without notifying us.

Number of Members:

_____ Full-time (1700 Hours) _____ Half-time (900 hours) _____ Quarter-time (450 hrs)
 _____ Reduced Half-time (675 hours) _____ Minimum-time (300 hours)

You may fax or mail this form to:
Michigan Community Service Commission
1048 Pierpont, Suite 4
Lansing, Michigan 48913
Fax: (517) 373-4977
Phone: (517) 335-4295

The form must be received by December 15, 2003, no later than 5:00 p.m.



2004 - 2005 MICHIGAN'S AMERICORPS TITLE PAGE



Name of Program: _____

Name of Applicant Organization: _____

Contact Person: _____ Title: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

Name of Organization Operating Program (if different from Applicant Organization):

Contact Person: _____ Title: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

County, region, or city in which program will operate:

Program Emphasis (please check one):

☐ Human Need ☐ Education ☐ Environment ☐ Public Safety ☐ Homeland Security

Does the program focus specifically on any of the following? (Check all that apply)

☐ Mentoring ☐ Early Childhood Education / Development ☐ AYP Schools

Members (please enter the appropriate number in the blanks below):

_____ Full-time (1700 Hours) _____ Half-time (900 hours) _____ Quarter-time (450 hrs)
_____ Reduced Half-time (675 hours) _____ Minimum-time (300 hours)

Budget:

CNCS Share Requested: _____ Grantee Share: _____

Authorized Signature: _____

Title: _____ Date: _____



2004 – 2005 Michigan's AmeriCorps Budget Form



Program Name: _____

AmeriCorps Member Positions Requested				
Type of Term	Hours	Number of Members	FTE Formula	Number of FTEs
Example		<i>16, Reduced-time</i>	<i>16 x .375 =</i>	<i>6.0</i>
Full Time	1700		# x 1 =	
Half Time	900		# x .5 =	
Reduced Half Time	675		# x .375 =	
Quarter Time	450		# x .25 =	
Minimum Time	300		# x .200 =	
			Total FTEs	

A. MEMBER Support Costs				
ITEM	# OF MEMBERS	CNCS	GRANTEE	TOTAL
Living Allowance				
Full-time members (1700 hours/one year)				
Half-time (900 hours/one year)				
Reduced Half-Time (675 hours)				
Quarter-Time (450 hours)				
Minimum-Time (300 hours)				
FICA				
Workers' Compensation				
Unemployment				
AmeriCorps Health Care				
Other Health Care				
TOTAL A				

B. Other Member Support Costs				
Training				
Other				
Subtotal B				

ITEM	# OF MEMBERS	CNCS	GRANTEE	TOTAL
C. STAFF				
Salaries				
Benefits				
Training				
Other				
Subtotal C				

D. OPERATIONAL				
Travel				
Transportation				
Supplies				
Equipment				
Other				
Subtotal D				

E. INTERNAL EVALUATION				
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F. ADMINISTRATION				
--------------------------	--	--	--	--

TOTAL B – F				
TOTAL A – F				

BUDGET FORM AND BUDGET NARRATIVE INSTRUCTIONS

The budget should be the last component of the proposal developed. The budget should be sufficient to perform the tasks described in the proposal narrative. It should not contain unexplained amounts for miscellaneous or contingency costs or unallowable line items such as entertainment costs. **A budget form and budget narrative must accompany your application.**

BUDGET NARRATIVE

It will be easier to complete the budget narrative first, using the line items on the budget form as a guide, then transferring the totals to the budget form. The budget narrative should be organized in the same order as the budget form and clearly identify the requested CNCS share and grantee share. The grantee shares in specific items should meet at least the minimum requirements as in the application guidelines.

The budget narrative must be completed for both funds requested from the CNCS and for other federal/state/local/private funds. It should show whether the grantee share is in-kind or cash and whether the cash match comes from other federal versus non-federal funds. For each of the line items contained on the budget form, a full explanation must be provided in the budget narrative that explains the item, its purpose, and shows how the cost was calculated-- please use an equation format where appropriate. For example, travel should be broken down into discrete components, then equations prepared showing the number of anticipated trips, the number of travelers, and the estimated cost.

<u>Narrative Sample</u>	<u>CNCS Share</u>	<u>Grantee</u>	<u>Total</u>
Travel to State Commission Workshop: 2 staff x (2 days x \$120 per diem) + mileage (150 miles x .25 mile)= \$517.50	\$317.50	\$200.00	\$517.50
CPR Training for members: 100 members x \$50 = \$5,000	\$3,000	\$2,000	\$5,000
Staff 1 Program Director 10% @ 35,000 = \$3,500 (Overall program management)	\$3,000	\$500	\$3,500
2 Project Coordinators 100% @ \$20,000 = \$40,000 (Provide daily supervision to members, training, monitoring, progress reports)	\$34,000	\$6,000	\$40,000

Compliance with Federal Legal Requirements

Programs must comply with all applicable federal laws, regulations, and OMB Circulars for grant management, allowable costs, and audits.

BUDGET FORM

All budget items listed in Item A must have, at a minimum, a 15% cash match. Matches sources cannot be made with other Federal funds. Funds received under P.L.638 for tribal self-determination are allowable as non-federal match.

Item A: Member Support Costs

LIVING ALLOWANCE

On the budget form, state the number of members who will be receiving a living allowance in each of the appropriate categories as determined by the number of service hours they expect to complete in the year (e.g. 20 full-time, 10 half-time).

Full-Time Members

Full-time members must receive a living allowance between \$10,197 and \$20,394. CNCS will fund only 85% of the minimum living allowance amount (\$10,197 x 85%), or \$8,667. Programs that want to provide a higher living allowance in excess of \$10,197 must provide a grantee match for all funds over \$8,667. For example, a program desiring to provide a \$11,000 living allowance to its members would have to provide \$2,333 match if it requested the maximum CNCS match of \$8,667. Note this \$2,333 match must be cash and come from non-federal sources.

Less Than Full Time Members

Programs are not required to provide a living allowance to half-time, reduced half-time, quarter-time, and minimum-time members. If programs choose to provide any less than full-time members with a living allowance the amounts are listed below.

	# of Hours	Minimum Total Living Allowance	Maximum Federal Share of Living Allowance
One Year Half-Time	900	\$5,398	\$4,588
Reduced Half-Time	675	\$4,049	\$3,441
Quarter-Time	450	\$2,699	\$2,294
Minimum-Time	300	\$1,799	\$1,529

FICA

All programs must pay FICA for any member receiving a living allowance. The program's share of FICA should be calculated at 7.65% of the total amount of the living allowance and must be prorated in the same proportion as the CNCS and Grantee match. For example, a grantee providing \$10,197 to its full-time members with CNCS providing an 85% match (\$8,667) and the grantee providing a 15% match (\$1,530) would provide a FICA match of \$117 (\$1,530 x 7.65%) while CNCS would provide a FICA match of \$663 (\$8,667 x 7.65%).

Workers Compensation

Michigan requires workers compensation for Michigan's AmeriCorps members. Programs must check with their insurance carrier or the Michigan Department of Labor to determine the proper rate.

Michigan's AmeriCorps Unemployment

The U.S. Department of Labor ruled on April 20, 1995 that federal unemployment compensation law does not require coverage for members because no employer-employee-relationship exists. However, a ruling in Michigan in June of 2003 stands in contradiction to this federal ruling, and thus, requires Michigan's AmeriCorps programs to pay unemployment insurance taxes for members. All Michigan's AmeriCorps grantees may charge the cost of unemployment insurance taxes to their Michigan's AmeriCorps grant under category A, member support costs.

AmeriCorps Health Care

Programs without existing health coverage or with coverage that does not meet the minimum requirements may select the AmeriCorps Member Health Care Policy. The 12-month cost of this policy is currently established at \$1,488, per full-time member. The CNCS will fund 85% of these expenses, or \$1,265 per full-time member. The remaining amount must be matched in cash by the grantee. *(Grantees are encouraged, however, to budget health care costs at up to 20% above the quoted rate, as it is anticipated premiums will likely increase during the grant year.)*

Alternative Health Care

Programs with existing health benefits policies for their full-time members that meet minimum requirements should request 85% of those funds from CNCS. The remainder must be matched in cash by the grantee. CNCS will not pay for spouse or dependent coverage.

Other

Leave this line item blank.

All budget items listed in Item A. must have, at a minimum, a 15% non-federal cash match.

Item B: Other Member Support Cost

Include any training, education, and other costs that relate directly to the members in this section. ***The applicant should budget \$75 per member to attend statewide trainings.***

Item C: Staff

The portion of staff costs that are attributed directly to the operation of a Michigan's AmeriCorps program or project through the recruitment, training, placement or supervision of members (e.g. salaries, benefits, training and travel expenses) are allowable. Staff that are indirectly involved in the management or operation of the applicant organization may only be funded through the administrative cost section of the budget.

Item D: Operational

Costs that are directly related to operating the Michigan's AmeriCorps program.

Travel

Costs associated with transportation, lodging, and other related expenses for staff and Michigan's AmeriCorps members outside their local service site.

Each applicant should budget funds to attend 10 Michigan's AmeriCorps program directors meeting being held in Lansing. Applicants need only budget mileage and incidentals as MCSC will cover overnight accommodation expenses and provide meals during the meetings.

Each applicant should budget funds for their member council representative to attend 2 statewide meetings held in Lansing. Applicants need only budget mileage and incidentals as MCSC will cover overnight accommodation expenses and provide meals during the meetings.

Corporation Sponsored Meeting

Each applicant must also add \$2,000 to this line item to cover the cost of CNCS sponsored technical assistance meetings.

Supplies

Funds for the purchase of supplies that would not be considered equipment and tend to be more expendable (see equipment). ***The applicant should budget \$35 per member for the required uniform and may budget an additional \$35 per member for other uniform items.***

Local Transportation

Costs associated with traveling locally such as bus passes to local sites, mileage reimbursement for use of car, etc.

Equipment

Funds for the purchase of equipment are limited to 10% of the total grant amount (line items A-F.) Any single item costing more than \$1,000 must be listed.

Other

Allowable costs in this section may include space rental (for sites where programs operate), utilities, and telephone and Internet expenses that are directly and specifically used for Michigan's AmeriCorps members and directly involve staff. They must be equitably prorated if shared with other projects or activities. Each item should be listed and justified in the budget narrative.

Item E: Internal Evaluation

Costs for activities related to program evaluation, including additional staff time not otherwise budgeted, use of evaluation consultants, purchase of instrumentation and other costs specifically used for this activity.

Item F: Administration

No more than 5% of the total grant amount may be used to pay for administrative costs. Administrative costs means general or centralized expenses of overall administration of an organization that receives Corporation funds and does not include particular program or project costs. For organizations that have an established indirect cost rate for Federal awards, administrative costs means those costs that are included in the organization's indirect cost rate. Such costs are generally identified with the organization's overall operation and are further described in Office of Management and Budget Circulars A-21, A-87, and A-122. For organizations that do not have an established indirect cost rate for Federal awards, administrative costs include:

(1) costs for financial, accounting, auditing, contracting or general legal services except in unusual cases where they are specifically approved in writing by the Corporation as program

costs;

(2) costs for internal evaluations including overall organizational management improvement costs (except for independent and internal evaluations of the program that evaluations are specifically related to creative methods of quality improvement); and

(3) costs for general liability insurance that protects the organization responsible for operating a program, other than insurance costs solely attributable to the program.

Administrative costs may also include that portion of salaries and benefits of the program's director and other administrative staff not attributable to the time spent in support of a specific program. The principles that pertain to the allocation and documentation of personnel costs are stated in the OMB circulars that are incorporated in Corporation regulations [45 CFR 2541.220(b)].

Administrative costs do not include allowable costs directly related to program or project operations, such as:

(1) allowable direct charges for members, including living allowance, insurance payments, and expenses for training and travel;

(2) costs for staff who recruit, train, place, or supervise members; (e.g. salaries, benefits, training and travel expenses) if the purpose is for a specific program or project. Particular costs, such as those associated with staff who perform both administrative and program functions, may be prorated between administrative and program costs if included in the budget and approved by a Michigan's AmeriCorps grant officer;

(3) costs for independent evaluations and internal evaluations that cover only the funded programs or project;

(4) costs, excluding those already covered in an organization's indirect cost rate, attributable to staff that work in a direct program or project support, operational, or oversight capacity, including, but not limited to: support staff whose functions directly support program and project activities; staff who coordinate and facilitate single or multi-site program and project activities; and staff who review, disseminate and implement Corporation guidance and policies directly relating to a program or project;

(5) space, facility and communication costs that primarily support program operations, excluding those costs that are already covered by an organization's indirect cost rate; and

(6) other allowable costs, excluding those costs that are already covered by an organization's indirect cost rate, specifically approved by the Corporation as directly attributable to a program.

Limitation by statute: the Corporation share of administrative costs cannot exceed 5% of total Corporation funds actually expended under the grant. To arrive at the Corporation maximum share of 5%, multiple the sum of Subtotal A, plus Subtotal B through E in the Corporation share column by 5.26%

Fixed 5%: If approved on a case-by-case basis by the Corporation, the grantee may charge, for administrative costs, a fixed 5% of the total of the Corporation funds expended. In order to

charge this fixed 5%, the grantee match for administrative costs may not exceed 10% of all direct cost expenditures. These rates may be used without supporting documentation and are in lieu of an indirect cost rate.

Indirect Cost Rates: If grantees have an approved indirect cost rate, such rate will constitute documentation of the grantee's administrative costs including the 5% maximum payable by the Corporation and the grantee match of administrative costs. If a grantee wants to claim more than 10% match in administrative costs it must have or obtain an approved indirect cost rate. Where appropriate, the Corporation will establish an indirect cost rate that may be used for this and other Federal awards.

Consistency of Treatment: To be allowable under an award, cost must be consistent with policies and procedures that apply uniformly to both federally financed and other activities of the organization. Furthermore, the costs must be accorded consistent treatment in both federally financed and other activities as well as between activities supported by different sources of federal funds.

To calculate the Corporation maximum share of 5%, multiple the sum of Subtotal A, plus Subtotal B through E in the Corporation share column by 5.26%

The match amount for categories B-F vary depending on the number of years the applicant has received AmeriCorps funding. Please the chart below for the specific match requirement. The match may come from one or more of the following sources: cash, in-kind services, other Federal funds, State funds, or other funds.

<u>Years of Funding</u>	<u>Member Support Match Percentages MCSC/Grantee</u>	<u>Program Operations Match Percentages MCSC/Grantee</u>
Year 1	85% / 15%	67% / 33%
Year 2	85% / 15%	67% / 33%
Year 3	85% / 15%	67% / 33%
Year 4	85% / 15%	50% / 50%
Year 5	85% / 15%	40% / 60%
Year 6	85% / 15%	25% / 75%
Year 7+	85% / 15%	0% / 100% (\$500 per FTE)*

The member support cost items includes: living allowance, FICA, workers compensation, health care. *In addition, programs operating in their seventh year or beyond could apply for up to \$500 per full-time equivalent to cover the cost of member training, member uniforms, and other member expenses.

Total Program Operating Costs

Add Item B through F for the Corporation Request less member support costs.

Total Budget

Add Items A and G

Cost Per Member

Programs should provide the overall average cost per member for the program year. This targeted average federal cost is undetermined at this time (see page #), however does not include the education award or child-care. It is calculated by dividing the total Corporation funding requested from the first column, Corporation Share, of Item H, Total Budget (A+G) of the budget form by the number of full-time equivalent education awards. Use the chart at the top of the budget form to determine the number of full-time equivalents.

MICHIGAN'S AMERICORPS CONCEPT PAPER APPLICATION SUBMISSION REQUIREMENTS CHECKLIST

Please review the following checklist to ensure that your application meets the submission requirements. Each application will be reviewed for compliance. **Any application received by MCSC not in compliance with any item on the following checklist will be considered ineligible for review.** The application will be returned to the applicant.

Please complete and submit the checklist along with your Michigan's AmeriCorps application. This checklist should be placed on top of your application. Do not staple the check-list to the application. Only one copy of the checklist needs to be submitted.

Applicant Organization: _____

Applicants must submit one unbound original and five (5) copies of a completed application package that includes:

- ☐ **TITLE PAGE**
 - ☐ Original copy of the application must have an original signature.
 - ☐ Applicants must use the form provided in the Appendix.
 - ☐ The form must be typed.
- ☐ **DESCRIPTION OF PREVIOUS ACCOMPLISHMENTS**
 - ☐ Not to exceed one page (single-spaced)
- ☐ **PROGRAM NARRATIVE**
 - ☐ Typed.
 - ☐ Double-spaced and in not less than 12-point font size.
 - ☐ One-inch margins.
 - ☐ Must not exceed 15 pages (one side counts as one page).
 - ☐ The narrative must follow the narrative format and include headings / sub-headings for each section.
 - ☐ The pages must be numbered.
- ☐ **BUDGET FORM**
 - ☐ Applicants must use the form provided in the Appendix.
 - ☐ The form must be typed.
- ☐ **BUDGET NARRATIVE**
 - ☐ The budget narrative must follow the order of the budget form. The budget narrative may be single-spaced.
- ☐ **Include one copy of the applicant organization's most recent independent audit.**